

Request for Proposals: Support for the next phase of the Global Living Wage Coalition and Research Network - Consultancy phase 1

Terms of Reference, August 2019

Background

There is growing awareness in global supply chains of the need to make significant improvements in wage levels in some sectors. Serious public conversations about how to deliver these improvements are becoming more common. This evolution has been influenced by the work of the Global Living Wage Coalition, which developed and embraced a single definition and approach to calculating living wage (the Anker methodology) and have incorporated this approach in the wage improvement requirements in their standards. With partners Richard Anker and Martha Anker and researchers around the world, the GLWC has calculated wages against a single methodology in many different countries and sectors, resulting clear wage goals in these countries and in implementation commitments by various companies (www.globallivingwage.org). This foundational work has driven an explosion of interest in living wage benchmarking amongst companies and NGOs who see the value in understanding the wage gap as a step towards closing that gap.

Building on this foundation, the GLWC members and research partners are now preparing for a next stage in their work towards shared goals. In this next stage, the GLWC envisions that two independent networks – a research network and an action network¹ – will work in collaboration. Through strategic conversations to date, a draft vision of what this relationship could look like has been developed. The document also captures what the goals of the each network are and what key questions remain to be resolved. ISEAL, in its role as current host of the GLWC, is requesting proposals from consultants to support the GLWC members and research partners in finalizing the shape of this next phase of collaboration and to accompany the change process.

The work is divided into three phases – a short informative phase, a second phase focused on finalizing the shape of the relationship between the two networks, and a third phase focused on further development of each network.

The current request for proposals covers phase 1 of this work. In parallel, ISEAL is issuing a request for proposals for phases 2 and 3 of the work. The first phase is supported by a grant from BMZ/GIZ. The next phases will be supported by funds from GLWC Coalition members and potentially by other donors. Interested consultants are encouraged to submit proposals for at least phases 1 and 2 given the synergies

¹ The names of these networks have not been finalized, and it is important to note that both networks place high value on rigorous research leading to action. The ‘research network’ will most likely be composed of researchers, while the ‘action network’ be largely practitioner organisations.

between these pieces of work. (Details about phases 2 and 3 are included in a separate request for proposals and can be obtained from ISEAL.)

The GLWC and research partners aim to be in a position to make a high-level announcement about the form of their future collaboration by the time of the Living Income / Living Wage conference planned for the first week in November in The Hague. This means finalizing phase 1 and at least part of phase 2 of the envision consultancy support by the end of October.

Request for proposals – phase 1

ISEAL is seeking one or more consultants with expertise in organizational and governance arrangements and business models for non-profit/social enterprise activities and with experience in supporting partnership processes to help finalize the shape of the relationship between the two new networks.

The first phase of this support (phase 1) will involve an intensive fact-finding phase to assess the financial and organizational viability of the proposed structure and to recommend further refinement of this vision. More detail on the activities involved in this phase of work is included below.

The maximum budget available for this phase of work (consultant time, consultant travel, and travel of GLWC members and partners if needed) is 10,000 euros (including VAT²)

Proposals should be submitted to kyle@isealalliance.org (copy to kristin@isealalliance.org) no later than September 8, 2019. Proposals should include:

- A clear indication that the proposal related to phase 1 work,
- A short description of approach the consultant proposes to take toward achieving the goals for this phase, including what support or participation by the members of the GLWC, the research partners, and/or by ISEAL the consultant will expect
- Short CVs of the consultant(s), highlighting relevant experience and any expertise in consulting on organizational and governance models and financial models for non-profit or social enterprise activities, and in supporting partnership development and review
- Estimated level of effort and daily rate(s) in euros (including VAT²)
- Total cost to GLWC for the consultant's work on the phase (cost including VAT and estimated travel or other expenses)
- Proposed time frame for the work
- Two references of clients for whom the consultant has undertaken similar work (The clients will not be contacted without prior notice to the consultant)

ISEAL will award the contract for this phase no later than September 13, 2019. The consultant will be expected to begin an intense period of work on phase 1 no later than September 20th, with the goal of completing this fact-finding phase within 2-3 weeks.

² Contract will be issued by ISEAL Alliance, based on the UK.

Consultants interested in submitting a proposal are encouraged to notify ISEAL of their intention to do so by way of email to kyle@isealalliance.org. In this way, ISEAL will be in a position to notify all interested consultants of answers to any queries that we receive about the request for proposals.

All proposals will be assessed based on:

- Competency and experience of the consultant team (including experience with supporting partnership processes, non-profit/social profit organisational and governance arrangements in the US and Europe, and business and funding models for social profits/non-profits. Understanding of the GLWC, research partnerships, and standards systems would be a plus.)
- Proposed approach to carrying out the work, and demonstrated previous experience with that approach
- Total contract cost per phase
- Ability to deliver in the time period required
- References

The review process will also consider value for money in terms of the consultant's rate, location, and proposed approach to carrying out the work.

Scope of work for phase 1

Phase 1: Fact-finding and recommendations

The goal of this phase is for the consultant to:

- Consult with current GLWC members and research partners, and with potential future members, partners, clients, and supporters of the action network and researcher network, to assess the financial and organizational viability of the proposed future for the networks and of key activities to be undertaken within this partnership, and
- To recommend modifications and/or further specification of the proposed vision for each network and for the working relationship between the two networks, including but not necessarily limited to (1) the names and goals of each network and the name and shared goals of the partnership, (2) the structure of each network and the relationship between the networks, and (3) the most viable financial/business model for supporting key activities of shared interest to both networks and the basic operations of each network.

We expect this phase of work will include at least the following activities (though the consultant may propose changes to this in his/her proposal):

- Review of documents and meeting notes from recent strategic conversations
- Review of the current 'strawman' vision for the next phase of partnership between the GLWC members and the research partners and for the proposed relationship between the two networks

- Interviews with 15-20 individuals and organisations (names and contact information provided by the GLWC; some support for providing introductions and initiating the set up of interviews can also be provided)
- A virtual group discussion with a small group of organisations that would be involved in the action network, and another similar conversation with a small group of future partners in the research network
- A final report including:
 - Key recommendations on structure for each network, the relationship between the networks, and financial/business model to support the networks shared priority activities
 - Incorporation of those recommendations in a revision of the 'strawman' vision document (see bullet point 2)
 - A list of outstanding questions or points of disagreement, with a recommendation for how to resolve these